



ORGANIZATIONAL CHANGE: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Study Objective: This study aims to understand the concepts involved in organizational change, strategically addressing the involvement of leaders and other stakeholders in the change with a common organizational goal.

Methodology/Approach: This article describes a Systematic Literature Review, which involves specifying research questions and defining the review protocol, identifying relevant studies, extracting necessary data, synthesizing the data, and reporting and validating the review report.

Originality/Relevance: Organizational change is a highly discussed topic when it comes to business strategy, considering that the world is constantly evolving. Organizations are always seeking new methods and technologies that try to facilitate and expedite business work, producing changes in the culture and philosophy of general work performance.

Main Results: Lewin's change model was obtained as the most studied for the transformation process and leadership as the main driver and responsible for organizational change. The United States was presented as the country with the most studies in the area, followed by Australia and Brazil, and the main areas of study related to organizational change were Social Sciences, Psychology, Health, and Public Administration.

Theoretical/Methodological Contributions: The research results highlight the importance of leadership in organizational change and provide a deeper understanding of the concepts involved. These theoretical implications can be used for the development of more effective strategies of organizational change and can be useful for researchers interested in exploring this topic.

Keywords: Organizational Change; Change Models; Strategic management; Leadership; Systematic Literature Review.

Cite as / Como citar

American Psychological Association (APA)

Barbosa, R. G., & Pereira, T. N. F. (2023). Organizational change: a systematic literature review. *Iberoamerican Journal of Strategic Management (IJSM)*, 22(1), 1-43, e24224. <https://doi.org/10.5585/2023.24224>

(ABNT – NBR 6023/2018)

BARBOSA, R. G.; PEREIRA, T. N. Organizational change: a systematic literature review. *Iberoamerican Journal of Strategic Management (IJSM)*, v. 22, n. 1, p. 1-43, e24224, 2023. <https://doi.org/10.5585/2023.24224>

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A MUDANÇA ORGANIZACIONAL: UMA REVISÃO SISTEMÁTICA DA LITERATURA

Objetivo do estudo: Este estudo busca compreender os conceitos que envolvem a mudança organizacional, estrategicamente, abordando o envolvimento dos líderes e demais interessados na mudança com um objetivo comum da organização.

Metodologia/abordagem: Este artigo descreve uma Revisão Sistemática da Literatura, que consiste em especificar as questões de pesquisa e definir o protocolo de revisão, identificar pesquisas relevantes, extrair os dados necessários e sintetizar os dados, além de relatar e validar o relatório de revisão.

Originalidade/Relevância: A mudança organizacional é um tema muito discutido quando se trata de estratégia nas empresas, considerando que o mundo está em constante evolução. As organizações estão sempre em busca de novos métodos e tecnologias que tentam facilitar e agilizar o trabalho empresarial, produzindo mudanças na cultura e na filosofia de atuação do trabalho em geral.

Principais resultados: Obteve-se o modelo de mudança de Lewin como o mais estudado para o processo de transformação e a liderança como principal condutor e responsável pela mudança organizacional. Os Estados Unidos foram apresentados como o país com mais estudos na área, seguido da Austrália e Brasil e as principais áreas de estudo relacionados à mudança organizacional foram Ciências Sociais, Psicologia, Saúde e Administração Pública.

Contribuições teóricas/metodológicas: Os resultados da pesquisa destacam a importância da liderança na mudança organizacional e fornecem uma compreensão mais aprofundada dos conceitos envolvidos. Essas implicações teóricas podem ser usadas para o desenvolvimento de estratégias mais eficazes de mudança organizacional e podem ser úteis para pesquisadores interessados em explorar esse tema.

Palavras-chave: Mudança Organizacional; Modelos de Mudança; Gestão Estratégica; Liderança; Revisão Sistemática da Literatura.

CAMBIO ORGANIZACIONAL: UNA REVISIÓN SISTEMÁTICA DE LA LITERATURA

Objetivo del estudio: Este estudio busca comprender los conceptos que involucran el cambio organizacional, estratégicamente, abordando la participación de los líderes y demás interesados en el cambio con un objetivo común de la organización.

Metodología/enfoque: Este artículo describe una Revisión Sistemática de la Literatura, que consiste en especificar las preguntas de investigación y definir el protocolo de revisión, identificar investigaciones relevantes, extraer los datos necesarios y sintetizar los datos, además de informar y validar el informe de revisión.

Originalidad/Relevancia: El cambio organizacional es un tema muy discutido cuando se trata de estrategia en las empresas, considerando que el mundo está en constante evolución. Las organizaciones siempre están en busca de nuevos métodos y tecnologías que intentan facilitar y agilizar el trabajo empresarial, produciendo cambios en la cultura y en la filosofía de actuación del trabajo en general.

Principales resultados: Se obtuvo el modelo de cambio de Lewin como el más estudiado para el proceso de transformación y el liderazgo como principal condutor y responsable del cambio organizacional. Los Estados Unidos fueron presentados como el país con más estudios en el área, seguido de Australia y Brasil y las principales áreas de estudio relacionadas con el cambio organizacional fueron Ciencias Sociales, Psicología, Salud y Administración Pública.

Contribuciones teóricas/metodológicas: Los resultados de la investigación destacan la importancia del liderazgo en el cambio organizacional y proporcionan una comprensión más profunda de los conceptos involucrados. Estas implicaciones teóricas pueden ser utilizadas para el desarrollo de estrategias más efectivas de cambio organizacional y pueden ser útiles para investigadores interesados en explorar este tema.

Palabras clave: Cambio Organizacional; Modelos de Cambio; Gestión Estratégica; Liderazgo; Revisión Sistemática de la Literatura.

1 INTRODUCTION

Organizations are inserted in an external context of constant technological, social, economic, environmental, political and cultural changes that challenge institutions to seek innovative means and practices, adaptabilities and dynamism to the unpredictability and

uncertainties that directly influence the internal context of organizations. companies (Rocha, 2017).

Organizational changes have become a daily occurrence and represent serious challenges for organizations, so the successful management of these processes is vital for their survival (Pinto, 2022). However, there are multiple factors that can lead to the failure of organizational change, among which organizational culture stands out

Organizational culture corresponds to a set of values that guide the behavior of its members, with the primary goal of ensuring survival in the market. Thus, the change process begins with the commitment of management to organize and promote the involvement and commitment of all individuals in the process, focusing on identifying the type of change the company is dealing with and, consequently, how it should be conducted (Oliveira, Duarte & Montevechi, 2002).

Therefore, in order to reach new markets or become more competitive, organizations tend to make changes that range from structural changes to changes in production processes, in addition to changes in their strategies due to their pace of development (Silva, 2016).

In an organization, when talking about change, it can mean anything from a change in its position in the market in which it operates, a change in its social function, a change in its strategic direction, with a possible change in its mission, or a change in its culture, with reassessment of its values and practices at different levels of authority and responsibility. Change is seen as a natural process throughout the existence of organizations, and is a result of their reaction to the action of forces exerted by the environment in which they operate (Lopes, Stadler & Kovaleski, 2003; Leite & De Albuquerque, 2010; Junior et al., 2012).

Organizational change is often seen as an alternative arising from strategic analysis in a business environment. According to Bartol and Martin (1998), strategic management is the process by which managers formulate and implement strategies that tend to ensure the achievement of the organization's objectives according to the environment in which it is integrated.

Moraes (2022) states that several organizations fail to create readiness for change, resulting in problems or even failure in their implementation, making it an increasingly challenging process to deal with this process, which can be so complex. Organizations go through different types of changes, evolutionary and revolutionary, limited and broad, short and long. This variety of situations brings the challenge of developing the skills to be able to reconcile improvement changes and revolutionary changes (Tushman & O'reilly, 1996; Ohzeki, 2022).

Thus, organizational change can be understood as a company's reaction to a context in which it is unable to respond satisfactorily to external challenges or meet internal and external expectations (Jacobs, Van Witteloostuijn & Christe-Zeyse, 2013; Ohzeki, 2022).

Considering the importance of the presented topic, this study aims to comprehend the concepts surrounding organizational change management through a Systematic Literature Review. To achieve this overarching goal, the following specific objectives for the study have been established:

- Understand the history of organizational change;
- Identify the main change models, detailing their processes, characteristics, and the classification of change;
- Analyze those involved in the change, considering the addressed motivations, as well as the defined objectives;
- Highlight challenges and difficulties, as well as suggest future work related to the field of organizational change.

To better develop the study, the article was structured into six sections, the first being responsible for addressing the research context. Section two addresses the theoretical framework. The third section displays the search method. The fourth section presents the application of the method. The fifth section addresses the results. Finally, the sixth section shows the conclusions, followed by bibliographic references.

2 THEORETICAL FRAMEWORK

2.1. History of Organizational Change

According to Pereira and Fonseca (1997), the 1960s were a precursor to great changes in all areas, and became known as “the decade that changed the world”. In administrative theory, the movement known as the School of Human Relations emerged, conceived from the contribution of social psychology, which took a great step in recognizing the worker as a human being capable of thinking, deciding and being motivated.

Still in this decade, the organization began to be identified as an open system, in close relationship with the environment, realizing that man's feelings, attitudes and values affect, positively or negatively, the production process. Thus, decisions began to be centered on achieving goals (Bispo & Cazarini, 1998).

Organizational change is a much discussed topic when it comes to strategy in companies, as the world is constantly evolving at a very fast pace. Organizations are always

looking for new methods and technologies that seek to facilitate and speed up business work, producing changes in the culture and philosophy of work in general. However, such changes proposed by managers or bosses end up generating resistance from employees, as it involves a pause in the flow of activities to learn a new way of working (Martínez Bustos, Carrasco Sagredo & Bull, 2018).

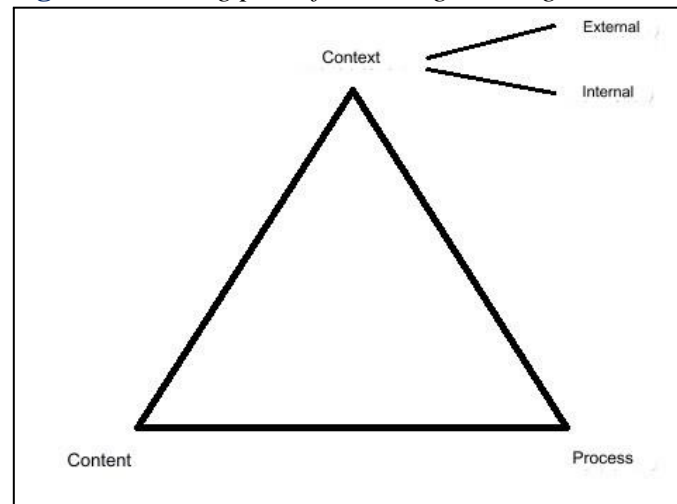
Bressan (2004) treats as the main influences for change some internal factors such as: organizational growth, performance, the nature of the workforce and discontinuity in the organizational structure. Of external origin, the topics are technology, politics, social trends, economic shocks, laws and regulations, changes in the business environment, etc.

Given the previous influences, a relationship with quality management can be made, as it seeks continuous improvement with the implementation of programs, techniques, and quality standards that bring changes at a strategic level to the organization. The effort arising from this quality study to implement a change, be it in the structure or procedures for manufacturing products or providing services, requires investments of capital and time. Therefore, the change process, when planned, must be conducted in a way that takes into account its scope and other organizational variables, with a well-defined and structured analysis of the case (Silva, 2016; Coelho Junior, 2003).

2.2 Concept of Organizational Change

Regarding concepts of organizational change, Pettigrew (1987) argues that organizational change involves intellectual, cognitive, structural and material changes, and views it as a complex human process in which everyone plays their part. In this context, the author details the following scheme in Figure 1, establishing the starting point for the analysis of strategic change.

Figure 1 Starting point for strategic change



Source: Adapted from Pettigrew (1987)

Pettigrew (1987) apresenta como o ponto de partida para a análise da mudança estratégica, a noção de que a formulação do conteúdo de qualquer nova estratégia inevitavelmente envolve o gerenciamento de seu contexto e processo:

Pettigrew (1987) presents as the starting point for the analysis of strategic change, the notion that the formulation of the content of any new strategy inevitably involves the management of its context and process: Context is the element treated as “the why of change”, being classified between external context (Outer Context) which refers to the social, economic, political and competitive environment in which the company operates and internal context (Inner Context) related to the structure, corporate culture and political context within the company through from which ideas for change must proceed.

Content refers to the particular areas of transformation under examination, in the representation of “what”. Thus, the company studies where to act: it seeks to change technology, workforce, products, geographic positioning or even corporate culture.

Finally, the process operates from a “how” perspective, referring to the actions, reactions and interactions of the various stakeholders as they seek to transform the company from the current state to the goal state.

Neiva and Paz (2012) define organizational change as any change, whether planned or not, in components that characterize the organization as a whole, due to internal and/or external factors, which can trigger positive or negative consequences for organizational results. and its survival. Change can also be seen, for Alas (2008), as a planned response to environmental pressures and forces within an organization.

According to Parisi, Coelho and Melleiro (2008), in an organizational environment, every change represents some modification in work relationships, responsibilities, daily attitudes, habits and behaviors of the people involved. Almeida and Ferreira (2010) characterize changes as processes that involve changes planned and operationalized by employees internal and external to the organization, with the support of management, influencing employees and other structural, technological and strategic aspects.

However, Caulfield and Senger (2017) do not provide a structured concept of organizational change. The authors relate it to the interaction between leaders and their followers, bringing the success of the transformation process to the way in which both are aligned and make themselves understood as agents of change.

2.3 Classifications of Change

Fineman and Gabriel (1998) classify change as first and second order. Being first-order, corresponding to changes in the system, they represent adjustments to current methods of performing tasks, such as promoting team meetings to resolve communication problems. Second-order changes are more radical changes, leading to changes in the system itself. Second-order changes examine current work practices, beliefs, and the basic assumptions that underpin those practices.

Nadler and Tushman (1990) bring the classification between incremental and strategic change, so that incremental change refers to specific components of the organization, with the particularity of being carried out in the context of the current strategic conception, the type of organization and the values predominant. On the contrary, strategic changes reinforce the objective of changing the organization as a whole. Therefore, strategic changes redefine the basic frame of reference, including the strategy itself, the structure, the people, the processes and, in some situations, values that conceived the organization.

Furthermore, Nadler and Tushman (1990) address another classification for change, which can be reactive or anticipatory; the reactive form corresponds to changes that are responses to pressures that manifest themselves in the organization, which can be expressed through a performance crisis and, on the contrary, the anticipatory corresponds to changes that result from an analysis of future scenarios that the organization will face.

Acuña and Fernández (1995) carried out an analysis regarding this classification by Nadler and Tushman (1990), relating incremental and strategic change with reactive and anticipatory change, as shown in Table 1 below.

Table 1

Classification of organizational changes

	Incrementals	Strategic
Anticipatory	Tune	Reorientation
Reactives	Adaptation	Recreation

Source: Adapted from Acuña and Fernández (1995).

For Acuña and Fernández (1995), incremental and anticipatory changes are called tuning, as they correspond to modifications in specific structures of the organization developed in conjunction with the thought of future events, different from adaptation, which deals with incremental changes that begin reactively, that is, in a scenario where such transformation is necessary. Strategic and anticipatory changes are called reorientation, in order to be structured within a certain panorama of the organization, with a change being made in the development of some processes. On the other hand, reactive strategies are called recreation, as they are present in a situation of lack of improvement, which requires reformulation of the processes.

Pinto and Couto-de-Souza (2009) address the classification of change as spontaneous, planned and directed. Spontaneous change is neither generated nor controlled by organizational leaders. It comes from everyday actions and is guided by people who do not occupy position of authority. The planning takes place in a programmed manner, being governed by a set of procedures that must be followed. Finally, directed change needs a guide in a position of authority to oversee the change and ensure its implementation.

Table 2 below shows the relationship between the concepts presented and their respective authors.

Table 2

Summary of change classifications

Authors	Classification
Fineman and Gabriel (1998)	First and second order change
Nadler and Tushman (1990)	Incremental and strategic change
Nadler and Tushman (1990)	Reactive or anticipatory change
Acuña and Fernández (1995)	Tuning, adaptation, reorientation and recreation
Pinto and Couto-de-Souza (2009)	Spontaneous, planned and directed

Source: Own authorship

2.5 Challenges of Change

Oliveira, Duarte and Montevechi (2002) discuss individual resistance as a main challenge for change, which passes through seven levels: (1) exposure to change, (2) initial processing, (3) initial response, (4) extended processing or perception of change (gathering more information), (5) emotional acceptance or resistance, (6) integration, and finally (7) completion (adoption of behavior: active or passive).

For Bressan (2004), the change process causes different reactions from those involved. Thus, the determinants of these different reactions are also diverse, from the fact that the change alters organizational power and hierarchy, to issues related to the individual, such as the requirement for new skills for work and, even, the change in the way of working itself. face your work.

For many organizations, the main element seen as a challenge for change is the company's management model, since how each manager acts in implementing something new and how this is charged is very variable (Silva, 2016). Therefore, it becomes difficult to select an ideal organizational change model, since each organization operates in a different way.

In the view of Tres (2007), for the process of organizational change to be successful, one must invest in transforming professionals' attitudes so that they become capable of going beyond their own limits, leaving their comfort zone.

In the study by Melo, Mourad and Oliveira (2015), a survey was carried out among employees, to investigate the causes and reactions triggered by changes in public organizations. Theoretical definitions of behavior, culture and organizational change were presented, in addition to conceptualizing public organizations.

Finally, Fischer (2019) studied the challenges and impacts of organizational change. As a result, the author found that change management needs to be attentive to the people dimension in terms of communication, peer collaboration, how employees are being stimulated and the preservation of old customs by the organization.

3 RESEARCH METHOD: SYSTEMATIC LITERATURE REVIEW

Galvão and Ricarte (2019) treat literature review as an essential activity in the development of academic and scientific work, enabling the observation of possible flaws in the studies carried out; in addition to obtaining knowledge of the resources necessary to construct a study with specific characteristics; developing research that provides missing answers in the literature with a real contribution to a scientific field.

Such a tool is essential, used to manage the diversity of knowledge available on a given subject, for a specific academic investigation in the area, it serves both to guide authors on the extent to which research exists in this area, and to specify questions that will guide research in the field. intended (Tranfield; Denyer & Smart, 2003).

Dallasega, Marengo and Revolti (2020) propose three stages for conducting a systematic literature review: planning the review (preparation stage); conducting the review (operational phase) and documenting the review (reporting phase).

The initial phase of the first stage consists of specifying the research question; The second phase involves the review protocol with the choice of keywords that will be used in the search, completing the research preparation stage with the search base defined, as well as the keywords used in the search and the research questions.

Regarding the second stage, the authors describe five phases: (1) identification of relevant research; (2) selection of primary studies; (3) assessment of study quality; (4) extraction of the necessary data and (5) data synthesis, concluding the operational phase with the appropriate strings and filters defined for the primary selection of articles, also obtaining the number of articles found in each search.

Finally, with the articles selected for study, the third stage involves two phases: the review report and validation of the report. At this stage, with the completion of the initial analysis necessary for the selection of literature, all research questions defined in the first stage must be answered, in addition to the analysis of such responses and other results obtained with the systematic review. This will be the model followed in this study, as it is a reference that covers the steps most commonly described in the literature.

According to Brizola and Fantin (2016), the result of the RSL must contain new knowledge and not just reports of elements found in the literature used. Furthermore, the rigor adopted in the literature review must be considerable so that the results obtained can be audited, replicated and updated by other research and researchers in the future.

4 APPLICATION OF THE METHOD: SLR

4.1 Review Planning: preparation of steps

For Dallasega, Marengo and Revolti (2020), the initial phase consists of specifying the research questions; the second phase involves the development of the review protocol.

The research question specification phase was based on the development of the article by Scheidegger et al. (2018), with the proposal of some points to be analyzed and answered

in an RSL, adapting to the topic in question. Furthermore, other questions were raised throughout the article, enabling the development of the “analysis script”, in order to seek answers to the questions.

Therefore, 19 questions were listed, namely:

- Q1) How are the publications per year?
- Q2) Who are the main authors? Q3) What are the main countries?
- Q4) What are the main publication sources? Q5) What are the areas of publication sources?
- Q6) What is the history of organizational change?
- Q7) What are the definitions of organizational change?
- Q8) What are the models for organizational change?
- Q9) What are the characteristics of organizational change models?
- Q10) What are the classifications of organizational change models?
- Q11) What is the objective of organizational change?
- Q12) What are the practical motivations for organizational change?
- Q13) What are the methods/techniques/tools for organizational change?
- Q14) What is the area of application of the study object?
- Q15) What is the research method of the article?
- Q16) Who are responsible for organizational change?
- Q17) What are the advantages of organizational change?
- Q18) What are the disadvantages of organizational change?
- Q19) What are the future directions of the research area?

The five initial questions map out the research, in order to understand the expansion of the topic in the literature, highlighting the authors and publication vehicles that deal with the content, highlighting the main countries where it is discussed, in which years, by which areas of discussion, among other aspects. Subsequent questions (Q6 to Q19) respond to questions focused on the topic itself, with the definition of concepts, advantages and disadvantages, methods, people involved, among other important topics, in addition to future directions.

Starting the review protocol phase, a preliminary search was carried out in two databases: Scopus and Web of Science, comparing the search by number of citations. Thus, obtaining a better result in the Scopus database with greater relevance in the documents present in its database, being chosen for the searches of this work.

Furthermore, the Scopus database is considered one of the largest sources of citations for bibliographic analysis, which is continuously developed over time (Mongeon & Paul-Hus, 2016). For Prancuté (2021), Scopus is more suitable for evaluating research results, as well as for performing daily tasks, offering broader and more inclusive content coverage, with an interdependent database interface and the performance of indicators is better if compared to other databases. It is not an easily manipulated database and does not have additional content accessibility restrictions, including many specialized databases, such as Embase, Compêndice, World Têxtil Index, Fluidex, Geobase, Biobase, and Medline.

With the results of the initial searches, it became possible to begin the operational stage of the RSL: conducting the review, defined in the subphases of identifying relevant research; selection of primary studies; assessment of study quality; extraction of necessary data and data synthesis.

4.2 Conducting the Review: operational phase

Conducting the review, also called the operational phase by Dallasega, Marengo and Revolti (2020), begins with the identification of relevant research, as well as the selection of primary studies. To carry out these two steps, searches continued in the Scopus database, as previously described.

When defining the keywords for the search, we first used the terms in English of the theme of this article: Organizational Change, which can be found either in titles (TITLE), abstracts (ABS) or keywords (KEY) of documents, but still without any filter, obtaining the large number of 87,697 results.

Then, the same terms were used in quotation marks, “Organizational Change”, to limit the search to the exact form of what was searched. Finally, the search was filtered by “open access” (All Open Access), for documents of the type “article”, and in the languages “English” and “Portuguese”.

Initially, with the term “Organizational change”, more than 20 thousand documents were found, being refined by type of open access, obtaining just over 4 thousand documents; then, the filter by type of document was added - being only articles - resulting in 3,506 articles joined to the language filter being only English and Portuguese, reaching 3,353 articles. From this, the search criteria for the term was defined only in article titles, resulting in 547 articles found.

In the study quality assessment phase, the respective titles and summaries of the 547 filtered articles were read, making it possible to select the 136 articles that actually addressed

the topic, with considerable relevance to the process of organizational change. The 411 articles were removed based on analysis of the content of the abstracts.

Most still had the term “Organizational change” in the title, but they did not address organizational change in their development process, or they were not related to an organization but rather to a group of people such as students, researchers and athletes.

Table 3 below shows the terms and strings used in each type of search, with their respective filters and number of documents found.

Table 3

Review protocol

Search term	Type of search	Filters	Quantity found
<i>Organizational change</i>	TITLE-ABS-KEY	-	87.697
“ <i>Organizational change</i> ”	TITLE-ABS-KEY	-	20.601
“ <i>Organizational change</i> ”	TITLE-ABS-KEY	Open Access	4.273
“ <i>Organizational change</i> ”	TITLE-ABS-KEY	Open Access & File Type: Article	3.506
“ <i>Organizational change</i> ”	TITLE-ABS-KEY	Open Access & File Type: Article & Language: English OR Portuguese	3.353
“ <i>Organizational change</i> ”	TITLE	Open Access & File Type: Article & Language: English OR Portuguese	547
“ <i>Organizational change</i> ”	TITLE	Assessment of the quality of articles by reading titles and abstracts	136

Source: Own authorship

The English term for the topic of this article was used: “Organizational Change”, which can be found in the titles (TITLE) of the documents. The search was filtered by “open access” (All Open Access), for documents of the type “article”, and in the languages “English” and “Portuguese”, resulting in 547 articles found. In the study quality assessment phase, the respective titles and summaries of the 547 filtered articles were read, making it possible to select the 136 articles that actually addressed the topic, with a considerable relevance to the process of organizational change. After reading the articles completely, only 44 had content to answer the research questions.

In addition to Table 3, the PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) protocol proposed by Page et al. (2021) considerable relevance to the

process of organizational change. After reading the articles completely, only 44 had content to answer the research questions. From the 136 articles selected, only 44 had content to answer the research questions. The articles removed were focused on issues related to the topic, such as the reaction of leadership and others involved, but did not delve into the change process. The review documentation was done in an Excel spreadsheet, so that the selected articles defined the lines and the research questions defined the columns.

Table 5 below shows a fragment of the complete documentation. This way it is possible to check the step-by-step process of conducting the research. The PRISMA protocol is presented in Table 4.

Table 4

PRISMA Protocol

	Identification of articles	
Identification	Records identified from the bibliographic database (n = 87,697)	Records removed before screening (n = 67,096)
Selection	Records sorted: By title, abstract and keywords (n = 20,601) By title, abstract, keywords and open access (n = 4,273) By title, abstract, keywords, open access and file type: article (n = 3,506) By title, abstract, keywords, open access, file type: article and language: English OR Portuguese (n = 3,353) By title, open access, file type: article and language: English OR Portuguese (n = 547)	Deleted records (n = 20,465)
	By title and assessment of the quality of articles by reading titles and abstracts (n = 136)	Records excluded for not addressing the subject (n=92)
Inclusion	Studies included in the review (n = 44)	

Source: Own authorship

At the end of the selection of articles, the data extraction phases can begin necessary data and synthesis of data, concluding the operational phase of conducting the review

4.3 Review Documentation

After completing the preparation and conduction stages, the reporting phase began with the review documentation to enable the answer to the previously defined research questions.

From the 136 articles selected, only 44 had content to answer the research questions. The articles removed were focused on issues related to the topic, such as the reaction of leadership and others involved, but did not delve into the change process. The review documentation was done in an Excel spreadsheet, so that the selected articles defined the lines

and the research questions defined the columns. Table 5 below shows a fragment of the complete documentation.

Table 5

Part of the spreadsheet for data tabulation

Title	1. Year	2. Authors	3. Country	4. Main publication sources	5. Publication source areas
<u>Advancing health equity through organizational change: Perspectives from health care leaders</u>	2022	Doherty, Julia A.; Johnson, Margaret; McPheron, Heather	U.S	Health care management review	Administration and Health
<u>Institutionalization of Organizational Change Outcomes in Development Cooperation Projects: The Mediating Role of Internal Stakeholder Change-Related Beliefs</u>	2022	Mugenyi, Andrew Ronnie; Charles Karemera; Joshua Wesana; Michael Doms	Uganda	Administrative Sciences	Public administration

Source: Own authorship

The answers will be discussed in the next chapter, with details between the articles, attributing some conclusions and reaching the end of the documentation stage of the review. It is worth noting that the references of the 44 articles selected for the review are available in Appendix A of this file.

5 RESULTS ANALYSIS

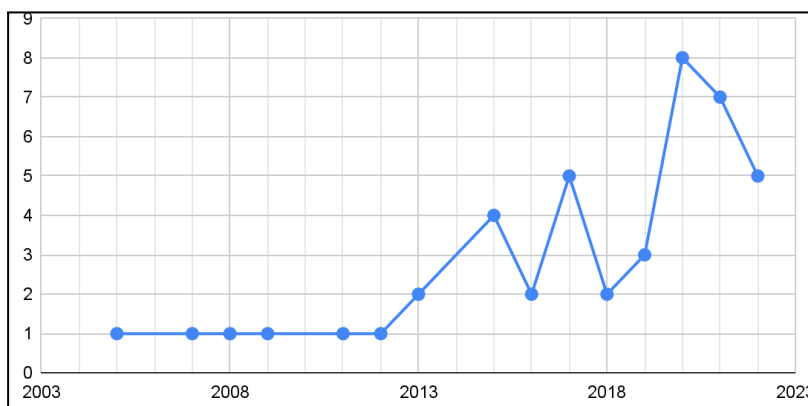
The 5 initial questions were selected as research mapping, pointing out the authors and publication vehicles that deal with the content, highlighting the main countries where it is discussed, in which years, and the areas of discussion. The remaining questions address the topic itself, with the definition of the change, advantages and disadvantages, models, methods and tools, people involved, among other important topics, as well as future directions.

5.1 Research mapping

Initially, to answer question 1 of publications by year (Q1), the years of publication of each article were collected. To obtain a more accurate result, no temporal filters were applied, enabling the construction of Figure 2 presented below

Figure 2

Publications per year



Source: Own authorship

Figure 2 allows us to state that publications about organizational change are recent research, starting in 2005, with the majority of articles published in 2020.

The answer to Q2 refers to the main authors and can be related to Q3, with some of the countries that appeared most in searches. Authors Gregory A. Aarons and Mark G. Ehrhart, from the United States (country with the largest number of articles on the topic), They wrote together 2 of the 7 articles published in the country. Barbara Kump, from Austria (third country with the highest number of articles on the topic), was another author with 2 published works about organizational change. Table 6 below shows the relationship between countries and authors who appeared repeatedly, while the other authors present in the documentation phase, they only had 1 article published.

Table 6

Relationship between countries and authors

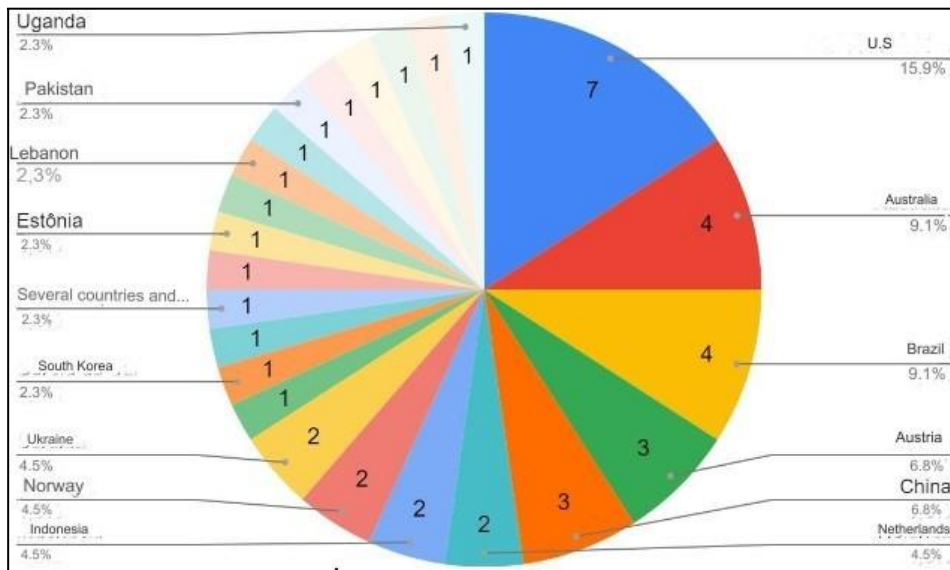
Countries/Authors	Gregory A. Aarons	Mark G. Ehrhart	Barbara Kump
Áustria			X
U.S	X	X	

Source: Own authorship

To analyze which are the main countries (Q3), a pie chart was generated (Figure 3) with the count of publications by country.

Figure 3

Publications by country



Source: Own authorship

From Figure 3, it was possible to highlight the 5 countries with the highest number of publications about organizational change, as shown in Table 7 below:

Table 7

Top 5 RSL Countries

Country	Nº of Publications
U.S	7
Austrália	4
Brazil	4
Áustria	3
China	3

Source: Own authorship

The United States appears as the country that carried out the most research on organizational change, with 7 works, Australia and Brazil appeared with 4 publications and soon after, Austria and China with the development of 3 publications. In addition to these 5 main countries, the Netherlands, Indonesia, Norway and Ukraine appear in RSL, with 2 articles each. The other countries present had only 1 publication.

After analyzing the countries, the top 5 publication sources can also be determined to answer Q4, as shown in Table 8.

Table 8

Main publication sources

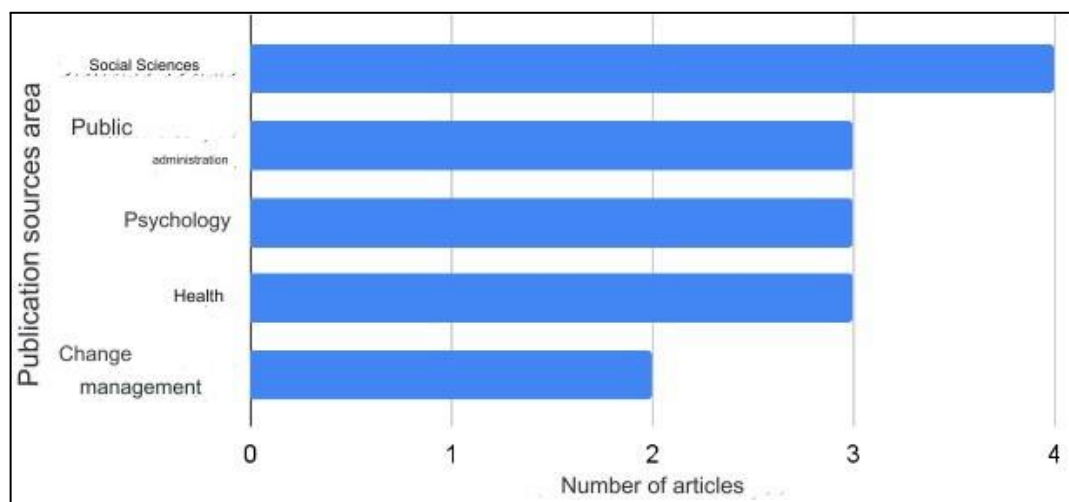
Magazine	Number of articles
<i>Journal of Organizational Change Management</i>	3
Revista de Administração Pública	3
<i>Implementation Science</i>	3
<i>Journal of Applied Behavioral Science</i>	2
<i>Systemic Practice and Action Research</i>	2

Source: Own authorship

The Brazilian magazine - Revista de Administração Pública - is among the main sources present in the RSL documentation, and, as well as the magazines Implementation Science and Journal of Organizational Change Management, published 3 articles each. The Journal of Applied Behavioral Science and Systemic Practice and Action Research each had 2 articles published. The main areas of publication sources (Q5) are also described in the format graph with the 5 most cited areas in RSL, as shown in Figure 4 below.

Figure 4

Top 5 areas of publication sources



Source: Own authorship

The main area present was Social Sciences, with 4 publications, covering concepts of people management, behavior of those involved in the context of organizational change, as well as psychology, which was present in 3 publications. Also in 3 publications were public administration and health and, finally, change management in 2 publications.

After obtaining the answer to the 5 research mapping questions, it was possible to verify that Brazil was present in the documentation as one of the main countries in research for organizational change, with the *Revista de Administração Pública*, losing the first position only to the United States. This resulted in the main authors from the United States and Austria and the main magazines also from the United States, Brazil and China. This mapping also highlighted the area of social sciences as the most present in research sources.

5.2 Analysis of content related to the topic

This section addresses the nature of the research, that is, the content analysis with questions related to the topic itself, providing answers to the research questions established for the work, from Q6 to Q19. It is worth noting that in this topic the references that were found in the RSL and are presented in Appendix A of the work will be used.

Question 6 (Q6) seeks to understand the history of organizational change mainly within the context of the object of study, bringing motivations for previous changes and the transformations that the organization has undergone over the years. Kump (2021) and Albrecht et al. (2020) address the first concepts of change from Lewin's studies, around 1947, with the idea that threats play a crucial role in behavioral change. More than 95% of the articles provide a history of changes in the objects of study, addressing motivations for old changes, such as changes due to economic globalization; natural change in companies and the most talked about, mainly: the technological and competitive advancement of the organizational environment. In view of this, it is noted that the history presented in the articles presents a contextualization for the motivations presented later in the answer to Q12.

To address the concept of organizational change (Q7), Kump (2019) and Kump (2021), Hussain et al. (2018) and Naveed et al. (2017) define organizational change as the transition from the current state to the desired future state. Doherty et al. (2022), Skiba (2021), Kim and Choi (2020), Van Den Heuvel et al. (2020) and Drobyazko (2019) define change as an improvement process in order to accompany internal and mainly external development, which can be planned or not.

For Kim and Choi (2020), organizational change can be seen as a series of processes that increase the effectiveness of the organization by altering its internal patterns of behavior and organizational adaptability in a different way to move the organization to an improved state.

Understanding the concept of organizational change, it is possible to begin to understand the main models (Q8) presented in Table 9 below, present in the articles documented in RSL, as well as their characteristics (Q9) and classifications of change (Q10).

Table 9

Change models

Model	Number of articles
Lewin's model	8
Kotter's model	7
Job Demands-Resources (JD-R) Model	4
Leadership and Organizational Change Intervention for implementation (LOCI)	2
ADKAR model	2

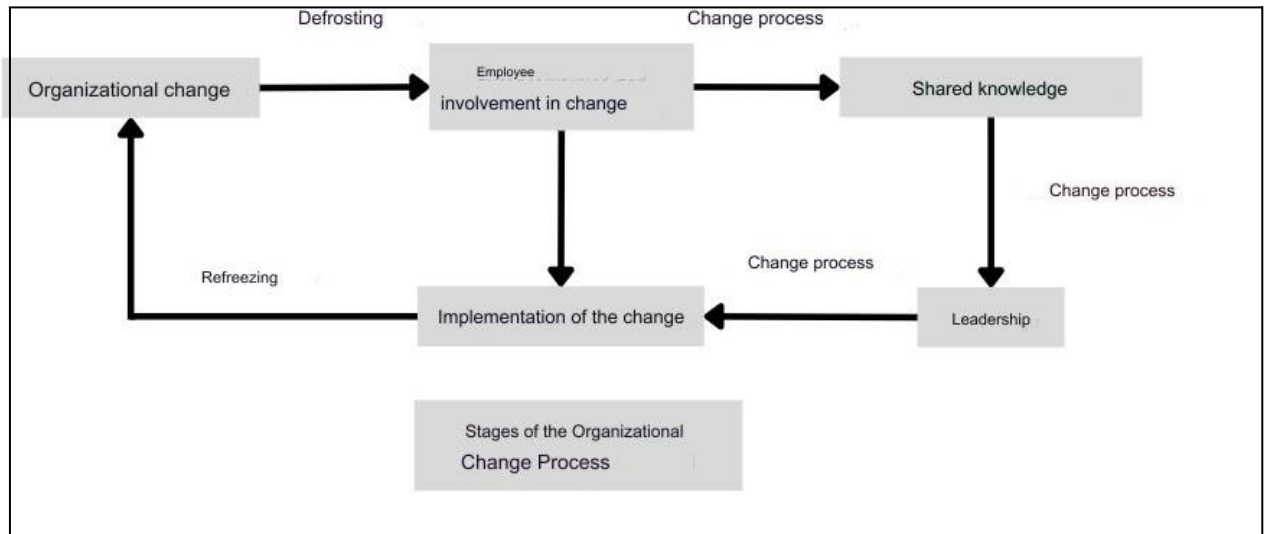
Source: Own authorship

Table 9 shows five main models presented in the publications, enabling the conclusion of the second specific objective: identifying the main models of change, with details of its processes, characteristics and classification of the change described in sections 5.2.1 to 5.2.5 below.

5.2.1 Lewin's Model

The first model, studied in eight references, is Lewin's change model (Q8), composed of three stages: Unfreezing, Changing and Refreezing. For Adda, Natsir and Rossanty,(2019), unfreezing is the planning stage and the beginning of the change process. The second step, moving, involves transitioning from an old situation to a new and acceptable situation. The final step, refreezing, is an attempt to stabilize the new phase created. New things in this case include habits, patterns or behavior, knowledge or commitment (Q9). Figure 5 below shows the stages present in this model, developed in the article by Hussain et al. (2018).

Figure 5
Lewin's Model



Source: Adapted from Hussain et al. (2018)

To explain Figure 5, Hussain et al. (2018) used arrows to show different stages of Kurt Lewin's three-step model and not the relationship between variables. Organizational change begins with the unfreezing of what is known as the organizational culture itself. Therefore, the involvement of employees in the change is one of the factors that must be treated carefully in order to move the process forward.

With everyone's collaboration, change can be initiated by sharing knowledge. Leadership plays a fundamental role in the process, to seek the alignment of all those involved, working to help what must be reformulated and taken as a new scenario. The implementation of the change is the stage before the last step, since before refreezing, the new organizational structure must be defined to be refrozen. Thus, the cycle is defined for the change process of organizations that treat change classified as constant, planned or radical (Q10).

5.2.2 Kotter's Model

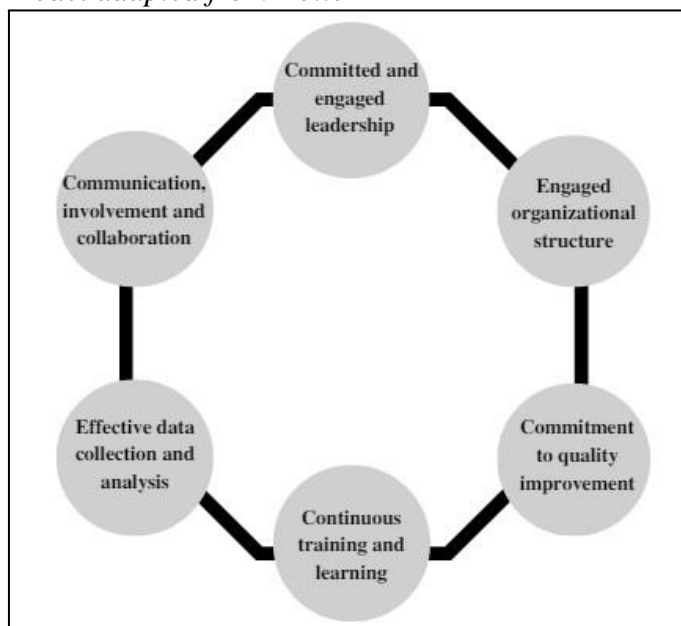
As well as the previous model, the Kotter model (Q8) is the second classic model present in 7 articles. Overall, the model is comprised of 8 steps to ensure a successful change process: (1) establish a sense of urgency about the need to achieve change, (2) create a steering coalition, (3) develop a vision and strategy, (4) communicate the vision for change,

(5) leverage broad-based actions, (6) generate short-term gains, (7) consolidate gains and produce more changes and (8) anchor new approaches in corporate culture (Q9), for a change classified as planned and constant (Q10).

Doherty et al. (2022) adapted Kotter's model to their focus on helping leaders— across all sectors, including healthcare—establish practices to create sustained, lasting change by encouraging them to think beyond a single change event, as shown in Figure 6 next.

Figure 6

Model adapted from Kotter



Source: Adapted from Doherty et al. (2022)

The adapted model consists of six steps: committed and engaged leadership, engaged organizational structure, commitment to quality improvement, continuous training and learning, effective data collection and analysis and finally, communication, involvement and collaboration.

Alas (2008) composed a relationship between the three stages of Lewin's model and the 8 steps of Kotter's model, so that, in Lewin's Unfreezing stage, Kotter's first 4 steps are present: (1) Establishing a sense urgent; (2) Creating the steering coalition; (3) Develop a vision and strategy; (4) Communicating the vision for change; in Lewin's Change stage, the next 3 steps: (5) Creating an appropriate climate; (6) Employee involvement; (7) Generating short-term gains; and in Lewin's last stage, finalizing the change: (8) Institutionalizing new approaches in organizational culture.

5.2.3 Job demands-resources model (JD-R)

The third model highlighted in the RSL documentation was the jobdemands-resources (JD-R) model (Q8), covered in four articles. For Albrecht et al. (2020), the JD-R describes how job resources (e.g., autonomy, feedback, and supervisor support) and personal resources (e.g., self-efficacy, optimism, and resilience) directly influence work engagement through a pathway positive motivational, providing employees with what they need to complete their work.

It is a model that focuses on employees' reactions amid constant and continuous change (Q10), analyzing work demands, such as high work pressure, emotional demands or role ambiguity, which negatively impact the employee health and well-being, and job resources such as social support, performance feedback and autonomy, which can trigger a motivational process leading to work-related learning, work engagement and organizational commitment (Øygarden, Olsen & Mikkelsen, 2020) (Q9).

5.2.4 LOCI Model

The leadership and organizational change intervention for implementation (LOCI - Leadership and Organizational Change for Implementation) (Q8), described in two publications, is not a model defined in stages, like previous models, but, according to Aarons et al. (2017), includes leadership training for work group leaders, continuous implementation leadership coaching, 360° assessment, and strategic planning with senior and middle management on how they can support work group leaders in developing strategic change (Q10), creating change at multiple levels within a provider organization (e.g., executives/ middle managers, workgroup supervisor, service provider) to foster an implementation-supportive context (Q9).

5.2.5 ADKAR Model

The last model, present in two articles, is ADKAR (Q8), proposed by Hiatt (2006), composed of five elements: Awareness, Desire, Knowledge, Ability and Reinforcement. The elements of urgency, coalition, strategy, communication, empowerment, short-term victories, consolidation of gains (some of the steps present in Kotter's model) for broader change and cultural change draw a very smooth parallel with the content of ADKAR (Q9), which defines guidelines for managers who want to grow successfully during change at organizational, group and individual levels (Q10).

These were the five models of organizational change that stood out most in the results of this systematic review. It is observed that, mainly, the Lewin and Kotter models are the best known in the literature.

Thus, returning to the general context, questions Q11 and Q12 referred to the objectives of change and motivations, respectively, allowing us to observe the most common cases that can lead an organization to initiate the change process.

The RSL results showed that the most influential general objectives are related to the external drive for organizational development, which forces companies to seek to develop more and more to be at a level that is balanced or higher than the competition, involving improvements in the strategic performance of leadership. , in addition to developing the participation of others involved in the implemented organizational culture. According to Aquino et al. (2017), change management and quality management aim to improve organizational performance in light of the competitive market.

For Wahyuni and Triatmanto (2020), market competition and technological progress are the main drivers of change in management accounting. Kim and Choi (2020) point out that companies must prepare for changes due to external factors, such as changes in government regulations, platforms, introduction of new technologies, development of information technology, and changes in products and services.

In addition to the competitive objective, another element that makes up the answer to Q11 is the development objective linked to the health area, in order to improve the efficiency and effectiveness of services, the ability to respond to public and managerial responsibility and reduce expenses public (Øygarden, Olsen & Mikkelsen, 2020).

The RSL results showed that the motivations (Q12) return to the answer to Q10, regarding the classification of organizational change models, since the most common classifications were change defined as planned and constant. Thinking about economic and strategic security, Errida and Lotfi (2021) state that companies need to continually implement change initiatives to adopt new methods and technologies to improve performance and ensure operational excellence.

According to Kim and Choi (2020), in recent years, factors that have caused organizational changes include aging populations, increased cultural diversity, changing workforces, technology development, economic shocks, social changes and world politics.

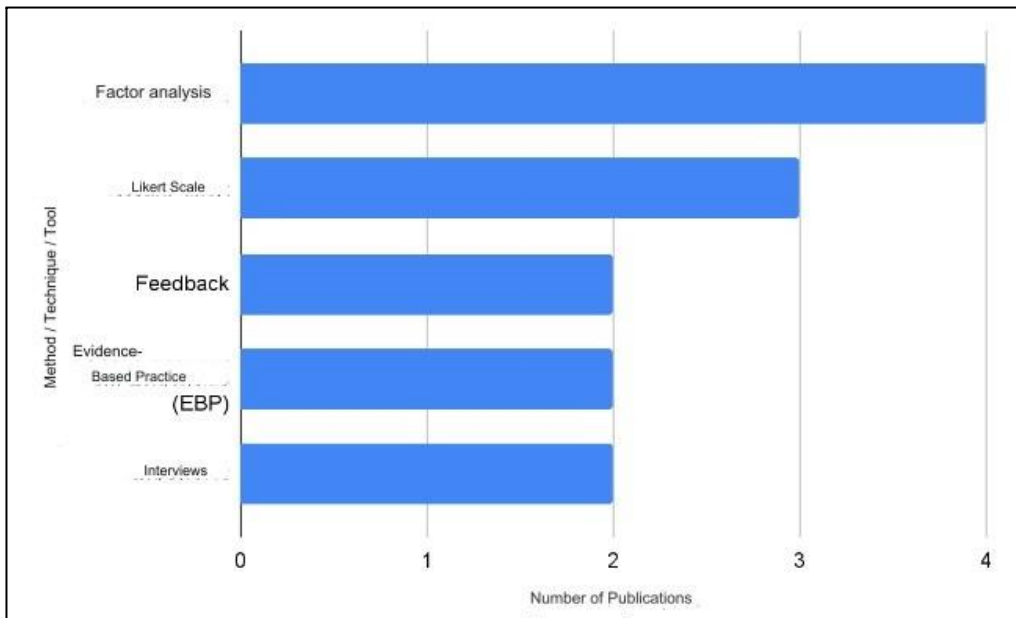
Another motivation addressed in the research by Mugenyi et al. (2022), Mattar (2021), Gilson et al. (2020), it was the COVID-19 pandemic, dealing with changes in health policies

that led many companies to search for organizational change strategies to better serve the population in this crisis condition.

The answer to Q13 is based on different elements used to implement the change, being considered by different references as methods, tools or techniques. Thus, the five main highlights were Factor Analysis, Likert Scale, Feedback, Evidence Based Practice (EBP) and Interviews, as shown in Figure 7 below. The other methods, techniques and tools present in the RSL documentation were only used in a single article.

All tools, methods and techniques involve feedback from those involved in the organization and the change process, whether with questionnaires, feedback, data analysis. The search for a reactive response is seen as essential to understanding the progress of the change implementation process and bringing all employees closer to strategic choices and decisions for the next steps, thus helping to complete the objective of analyzing those involved in the change, regarding their reactions considering the motivations addressed, as well as the defined objectives.

Figure 7
Methods / Techniques / Tools



Source: Own authorship

Confirmatory Factor Analysis, present in publications by Naveed et al. (2017), Van den Oord et al. (2017), Øygarden, Olsen and Mikkelsen (2020) and Mühlemann et al. (2022), is a technique that allows you to analyze which are the most relevant factors involving the model used, and which ones to start acting strategically.

The Likert Scale, also used by Naveed et al. (2017) and also by Adda, Natsir, and Rossanty, (2019) and Kump (2019), it was always analyzed in conjunction with another tool, such as Factor Analysis itself, descriptive analysis and the two-item scale. The Likert Scale is divided by a certain number of points, going from the most positive response level to the most negative response level to the object in question. Naveed et al. (2017), for example, used a 6-point Likert Scale, ranging from 1 = completely disagree to 6 = completely agree. This score helps to understand employees' reactions regarding the level of satisfaction or understanding of the objectives and change processes.

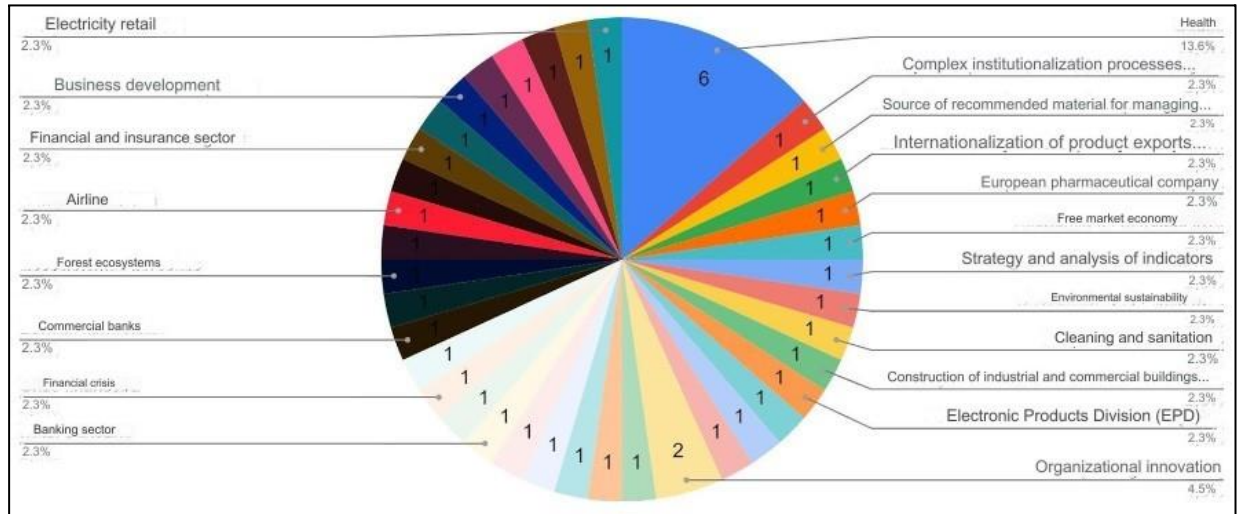
Feedback is also extremely important in the change process so that the reactions of those involved can be monitored during the change process. The technique was used in 2 articles, also accompanied by some other tools, such as engagement surveys in the study by Skiba (2021); SMCR (Source, Message, Channel and Receiver) in the study by Ophilia and Hidayat (2021).

According to Aarons et al. (2017), the implementation of EBP represents a strategic change in organizations that requires effective leadership and alignment of leadership and organizational support at all organizational levels, being used in the studies by Aarons et al (2015) and Aarons et al. (2017)

To answer the next research question about the areas of study objects, it was difficult to list the five main ones, as the diversity of companies seeking organizational strategic changes was notable, ranging from tourism companies with ice skating to pharmaceutical companies. However, one area was more prominent, being the most discussed, present in six RSL articles: Health (Q14), as shown in Figure 8.

Figure 8

Application areas of the study object



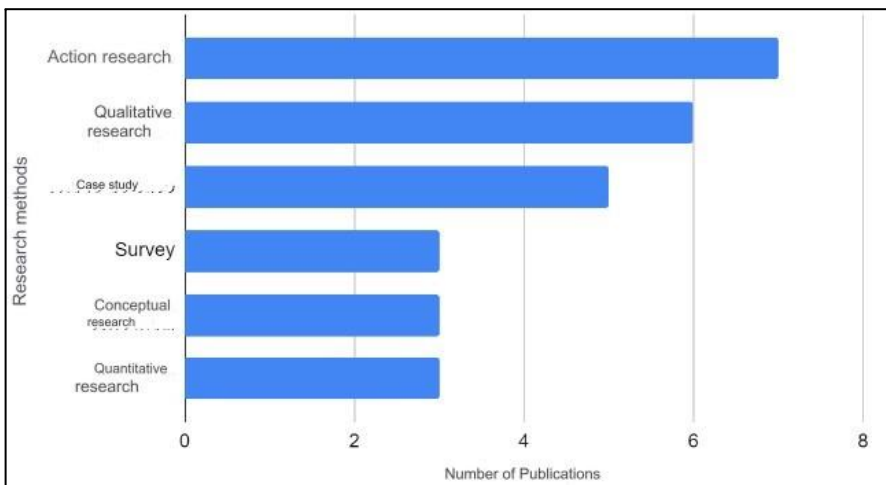
Source: Own authorship

As previously stated, with COVID-19, many companies, from 2020 to the present day, sought to adapt to the crisis scenario to serve, with quality and with more available resources, the largest number of people in need of assistance. Furthermore, technological advancement aimed at health as a broader context is always developing, requiring action from companies for the change process.

Q15 deals with article research methods. Figure 9 below shows the six main methods used to develop the 44 RSL articles.

Figure 9

Research methods



Source: Own authorship

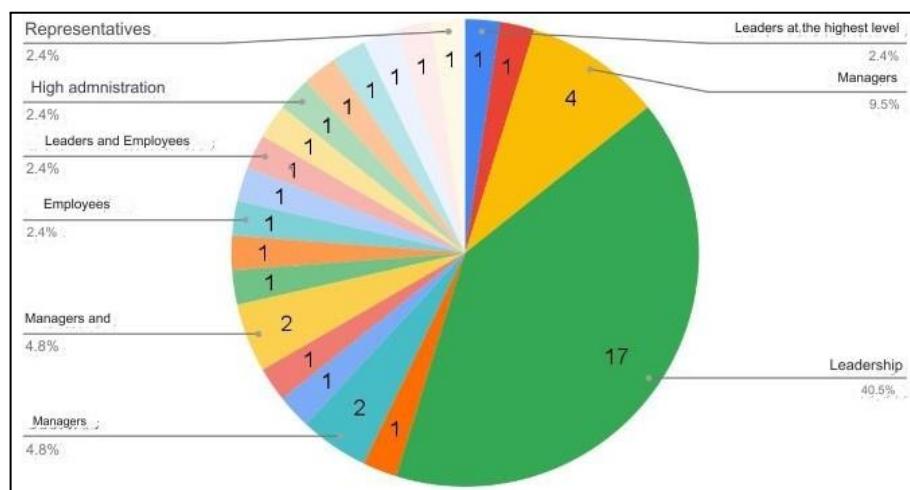
The most used method was action research, present in seven articles, with the participation of the authors in the scenario of changing the objects of study, facilitating the understanding of the elements sought regarding its implementation. The second most used method, present in six publications, was qualitative research, as many articles addressed the contextualization of organizations in the face of some change model adaptations, containing some concepts related to the topic. In the same sense, the third method, used in the development of the articles, was the Case Study, also with an approach closer to the object of study, analyzing and proposing models and tools for implementing a certain type of change.

The other 3 methods, each present in 3 publications, were the Survey, Quantitative Research and Conceptual Research. The methods deal with research with quantitative data analysis, that is, with the need to obtain different conclusions about certain topics and concepts, aligned with the responses of those involved.

The answer to question 16, referring to those responsible for change, was given in general, attributing leadership as the main agent triggering organizational change. Figure 10 presented below shows the different terms used in the publications to refer to those responsible, but they all make it clear that organizational change takes place based on the decisions and definitions of senior management with the cooperation of everyone involved.

Figure 10

Those responsible for organizational change



Source: Own authorship

The two articles that did not define leadership as responsible brought the non-explicit idea that the organization changes based on the decisions made by people at higher hierarchical levels.

The next two research questions are related to the results of organizational change given the models used. The majority of publications (52.3%) had the advantage (Q17) of meeting the objectives defined through the use of models to implement change.

For each specific objective of the organization, in addition to the general context presented in Q11, considerable improvements were perceived in the company, such as the implementation of SIMOC, by Mühlemann et al. (2022), which provides an integrative framework that is based around organizational change processes. Specifically, it points to a positive relationship between pre- and post-merger organizational identification, outlining identity maintenance and identity gain as related but distinct paths to post-merger identification and adjustment.

Another advantage described in 34% of the publications is related to the positive reactions of employees, such as the reduction of conflicts, in the study by Beer (2021) and the increase in engagement at work, present in the studies by Aarons et al. (2015), Kanitz and Gonzalez (2021) and Van Den Heuvel et al. (2020).

Answering question 18, the most discussed disadvantages are related to employee reactions. According to Moric Milovanovic, Bubas and Cvjetkovic (2022), the implementation of change fails if employees are not involved in the process, because they constantly look for new opportunities for their personal development, are not broadly linked to the company they work for and can change jobs more quickly than before. Thus, the disadvantages of change were treated as employee resistance, causing negative reactions throughout the change implementation process.

Finally, the last question (Q19) seeks to respond to the proposed studies regarding the topic of organizational change. In the general context, suggestions for future research arise from a lack of data, or lack of knowledge of the breadth of areas studied. Therefore, studies are proposed with more analyses, more objects of study, more areas of research, to evaluate the relationship between organizational change and knowledge exchange and, consequently, allow empirical and theoretical conclusions to be drawn.

Mugenyi et al. (2022) propose an expanded study with a sample drawn from a variety of contexts to broaden knowledge in the relatively less studied world of aid-based organizational development projects. Moric Milovanovic, Bubas and Cvjetkovic (2022) already suggest that their research carried out in just one company be extended to a more significant number of small and medium-sized companies to reach a general conclusion applicable to all SMEs. For Mattar (2021), a substantial number of studies are needed to evaluate the relationship between organizational change and knowledge exchange and, consequently, to be able to draw



empirical and theoretical conclusions. Furthermore, this study opens doors for future research addressing the efficiency and effectiveness of such innovation in teaching methodology

At the end of the analysis of the content related to the topic, it was possible to obtain answers regarding the concepts used to define organizational change, facilitating the understanding of the history of change in the objects of study; obtain a survey of the main change models, with details of their processes, characteristics and classification of change. It is important to remember that, in the Theoretical Framework chapter, the change received some types of classification, but not all of them were presented in the RSL articles, with the most common classification being a planned and/or planned change constant. It was still possible to absorb from the analysis those responsible for the change, considering the motivations addressed, as well as the defined objectives. Table 10 below presents the main results obtained in the content analysis stage.

Table 10

Summary of main results

CHARACTERISTICS	MODELOS DE MUDANÇA ORGANIZACIONAL				
	Lewin's model	Kotter's model	JD-R model	LOCI	ADKAR model
Steps/Stages	Unfreezing, changing, refreezing	(1) sense of urgency of change, (2) steering coalition, (3) vision and strategy, (4) vision of change, (5) leveraging actions, (6) short-term gains, (7) gains and more changes and (8) new approaches	1) seek work resources, 2) seek demands/ challenges and 3) reduce work demands	-	Awareness, Desire, Knowledge, Ability and Reinforcement
Description	Lewin suggested that all changemust happen in three stages: -change: support and encouragement; -unfreezing: acceptance of the point of view “if we don’t learn something new, we will fail”; -refreezing: reinforcement and support for change (goal support mechanisms,adjustment of remuneration systems, introduction of efficiencyevaluation, preparation of appropriate skills to improve training) (Griffin, 1998)	(1) establish a sense of urgency about the need to achieve change, (2) create a steering coalition, (3) develop a vision and strategy, (4) communicate the vision for change, (5) leverage grassroots action broad, (6) generate shortterm gains, (7) consolidate gains and produce more changes and (8) anchor new approaches in corporate culture	The JD-R describes how job resources (e.g., autonomy, feedback, and supervisor support) and personal resources (e.g., self-efficacy, optimism, and resilience) directly influence work engagement through a positive motivational pathway, providing employees what they need to complete their work.	A key feature of LOCI is the combination of top-level leader development and organizational strategies for better implementation. This approach to individual development in the context of organizational development and change is one that has the potential to capitalize on individual and organizational strengths and can increase generalizability to other types of organizational development initiatives in other settings.	ADKAR provides a factual basis for change management activities, including readiness assessment, sponsorship, communication, training and mentoring, recognition, and management resistance (Hiatt, 2006, pp. 1-3).
Change Classification	Mudança constante, planejada ou radical	Mudança planejada ou constante	Mudança constante ou contínua	Mudança estratégica	Mudança a nível organizacional, grupal ou individual
Responsible for implementation	Leadership and employees	Leadership/Managers	Leadership and employees	Leadership	Leadership/Managers
References	Skiba (2021), Errida and Lotfi (2021), Kump (2019), Adda, Natsir e Rossanty (2019), Hussain et al. (2018), Hatak, Floh and Zauner (2015), Chen, Woods and Singh (2013), Alas (2008), Hoogendoorn et al. (2007).	Doherty, Johnson and McPheron (2022), Kolbergýtèand Dromantaitè (2022), Errida and Lotfi (2021), Li (2018), Pollack and Pollack (2015), Sune e Gibb (2015), Čudanov, Savoju and Jaško (2012), Pinto and Couto-de-Souza (2009), Alas (2008).	Albrecht et al. (2020), Øy garden, Olsen and Mikkelsen (2020), Kim and Choi (2020), Demerouti et al. (2017), Marques, Borges and Reis (2016), Schultz, Mattor and Moseley (2016), Silva and Alperstedt (2013), Raza and Standing (2011).	Milton et al. (2020), Aarons et al. (2017), Aaronset al. (2015).	Kolbergýtè and Dromantaitè (2022), Ophilia and Hidayat (2021), Havlovská et al. (2020), James (2005).

Source: Own authorship



After these analyses, it was possible to conclude the last specific objective of this article, with the understanding of the advantages and disadvantages of organizational change responding to the difficulties of starting a transformation process and the result at the end of implementation.

In addition to the research questions answered in this analysis of results, it is possible to list the importance of the topic for organizations in general. Therefore, understanding what organizational change involves brings a new vision of how to seek the improvement, development and growth of companies, people, processes, operations, products, services, competition, etc.

6 CONCLUSION

This article had the specific objectives of understanding the history of organizational change; identify the main change models, with details of their processes, characteristics and classification of change; analyze those responsible for the change, considering the motivations addressed, as well as the defined objectives and point out the challenges and difficulties of organizational change, as well as indicate suggestions for future work in the area.

To fulfill the objectives of the article, a Systematic Literature Review was conducted, the initial phase of which consisted of specifying the research questions and defining the review protocol. The second stage consists of identifying relevant research; selection of primary studies; assessment of study quality; extraction of the necessary data and data synthesis, concluding the operational phase. Finally, with the articles selected for study, we proceed to the review report and report validation phases.

In this way, it was possible to read, analyze and extract information from the articles to answer the 19 research questions established for the study. The information was tabulated in spreadsheets, which made it possible to collect data from the articles and then proceed to create graphs, tables and charts to analyze the results. The analysis of the results occurred in two approaches, the first mapped the research and the second proceeded with the analysis of the content of the articles.

The analysis of research mapping results allowed us to state that the United States was the country with the most research on the topic. Another country that was still present in the documentation as one of the main countries in studies of organizational change was Brazil, with the *Revista de Administração Pública*. This resulted in the main authors from the United States and Austria and the main magazines also from the United States, Brazil and China. The mapping also highlighted the area of social sciences as the most present in research sources.

With the analysis of the content related to the topic, it was possible to obtain answers regarding the definition of organizational change, facilitating the understanding of the history of change of the

objects of study; allowed detailing the main change models with their characteristics and classification of change, and it was also possible to identify those responsible for the change, considering the motivations and objectives presented. At the end of these analyses, understanding the advantages and disadvantages of organizational change can respond to the difficulties of starting a transformation process and the result at the end of implementation.

With this research it was possible to verify that the majority of people who participated in the research have a common characteristic of resistance to change. Furthermore, it was also identified that the main challenges faced involve communication about changes, lack of information provided by managers and lack of appropriate training. Despite this, an effort was noticed to develop quality work, but it is not considered that the work becomes motivating after the changes

As a conclusion, given the perceived importance of different areas of knowledge in an organization, it can be seen that all the models presented showed stages of understanding the need for change, even so that there is no loss of time and work on something. which will not give the necessary and expected result. Another common stage relates to the cooperation of everyone involved for the change process to achieve planned development.

Furthermore, it was found that no organization works with just the leadership working. It is the operational actors who perceive the difficulties in the work environment, being able to think more quickly, which elements can be modified in search of improvements, but the leaders who are at the forefront of the process with the power to make decisions on which paths to follow for the implementation of the change.

Finally, some changes need to happen from top management, or even at higher hierarchical levels, such as new imposed policies or a new regional scenario. Therefore, it was concluded that open and objective communication between all hierarchical levels is of utmost importance for organizational development, with the definition of operational pains in partnership with the power of leadership to act on the problems presented.

Often, the leadership itself is unable to communicate what the organization's objective is, thus making it difficult for those involved in the change process to accept it, as they see no reason to change the way they are comfortable and used to working, which can cause reactions. negative responses to the proposed change. Thus, the objective of analyzing those responsible for the change, considering the motivations addressed, as well as the defined objectives, was concluded with the research responses.

For future research, it is suggested that the notes found in this RSL can be conducted, for example, Kolbergytý and Dromantaitý (2022) suggest the approach of self-development methods that managers use to combine powers and responsibilities existing at different levels of the organizational

hierarchy and collaborate with external forces. Hatak, Floh and Zauner (2015) and Moric Milovanovic, Bubas and Cvjetkovic (2022) suggest extended research to a more significant number of small and medium-sized companies to reach a general conclusion applicable to all SMEs.

That said, suggestions for future research in RSL were based on a lack of data, or lack of knowledge of the breadth of areas studied. Therefore, studies with more analyses, more objects of study, more areas of research are proposed, in order to evaluate the relationship between organizational change and knowledge exchange and, consequently, allow empirical and theoretical conclusions to be drawn.

Considering that the publications did not actively continue a study that had failed to implement the change, they only described the negative elements and failures of the process, a suggestion for future research is the monitoring of cases of organizational change failure with the presentation of improvements to the process.

Furthermore, this article also suggests an SLR focused on identifying the moments of change described in the research with the separation of the context focused on preparation for change, the change process itself or post-change; identifying strategies at both times. Finally, future studies can carry out research with hypotheses from different moments, addressing the comparison of acceptance of those involved for the change in each context.

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Annex A - List of references used in the RSL

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